

Safety Culture & Leadership

Project Management and Facilitation - Multinational Oil Company

The Challenge

To co-ordinate a mixed team of facilitators, consultants and academics to achieve safety performance improvement through cultural and leadership change.

Outcome

The ongoing programme is progressively improving safety across the organisation with notable achievements at some sites leading to the point where a critical mass will soon be achieved.

S&OP implementation requires careful attention to all the elements of business change management.

Firstly good **systems** are necessary – easy to use and providing the right level of information.

Secondly **processes** must be properly defined so that everyone knows exactly what to do and when.

Thirdly all participants must receive appropriate **training**.

Finally all participants must have the correct **motivation** to play their part.

S&OP involves a broad range of stakeholders from the CEO to Sales reps and planners. They must all be fully engaged if success is to be achieved.

SkillSet Approach

Our client, a multinational oil company, had initiated a major programme to improve safety performance across the global organisation at a range of production sites (e.g. refineries and drilling platforms) and office sites.

Although SkillSet was initially engaged to provide project management services our role extended to delivering elements of the change programme on site.

Our Project Coordination and Management responsibilities included:

- **Development and maintenance of the project plan**
- **Financial control**
- **SharePoint site set up and administration**

Our role in delivery was to design, develop and facilitate discussion groups with site operators and leaders. We were also instrumental in peer review and strategic review processes and ongoing process improvement.

This is a long term assignment on a project that has continued for three years, based around a single consultant – but supplemented by others on occasions for specialist skills or additional resource.